

CITY OF WILLIAMSBURG VISION

Williamsburg will become an evermore safe, beautiful, livable city of historic and academic renown, served by a city government — cohesively led, financially strong, always improving — in full partnership with the people who live, work and visit here.



Clyde Haulman
Mayor

To advance the city's vision, every two years the Williamsburg City Council identifies new strategic objectives for city government. Biennial Goals, Initiatives and Outcomes (GIOs) provide an expression of city priorities, as specific and measurable as possible, covering a two year period. Longer term objectives are expressed in terms of what the city hopes to accomplish in the near term toward that objective.

GIOs are not intended to be a comprehensive list of all city services and activities. Instead, they provide a concrete, coordinated expression of City Council's direction for change and focus. In that way, they drive city government operating budget and capital budget formation. The 2013/2014 Biennial Goals, Initiatives and Outcomes, adopted in November 2012, guide budget decisions for two fiscal years, that is, for FY 13 and FY 14.



Paul Freiling
Vice Mayor

Under eight Goal statements 64 specific Initiatives are identified. In addition to the Initiatives, Outcomes from the National Citizen Survey (NCS); and "Desired Outcomes" and "Observed Results," provide performance metrics which help assess goal achievement. Williamsburg participated in the NCS in May 2008, 2010 and 2012. Reported here are citizen ratings of "Good" or "Excellent" for 78 questions and whether those ratings were "above," "below," or "similar" to the benchmark average of hundreds of other cities and counties across the nation (cross referenced to the page in Williamsburg's NCS Report).



Judy Knudson
Council Member

The Biennial GIOs are created in light of a variety of resources including the city's Comprehensive Plan, Five Year Capital Improvement Program (CIP), and Economic Development Strategic Plan; and with input from citizens, city staff, and volunteers.



Scott Foster
Council Member

Biennial goal statements align with the draft 2013 Comprehensive Plan goals. Initiative statements with a  symbol directly link to projects in the city's CIP. Statements with a  symbol identify Healthy Community initiatives, as that theme runs throughout the 2013/2014 GIOs.

Citizen engagement is vital to the success of this process from start to finish. Go to www.williamsburgva.gov/goals anytime for status reports and to offer your comments.



Douglas Pons
Council Member

Clyde Haulman, Mayor

Jackson C. Tuttle, City Manager

November 8, 2012

GOAL I: Character of the City

Protect and enhance Williamsburg's unique character as defined by its residential neighborhoods, urban places, open spaces, and by its iconic places—the Colonial Williamsburg Historic Area and campus of the College of William and Mary.

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GOAL II: Economic Vitality

Increase employment opportunities, income, business success, and city revenues by supporting and promoting the city's economic base of heritage tourism and education, and other development and redevelopment opportunities.

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GOAL III: Transportation

Provide an effective transportation system compatible with the future land use plan, serving pedestrians, bicyclists and motorists, and promoting the expanded use of transit and rail.

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GOAL IV: Public Safety

Secure an ever safer community by enabling police, fire, emergency management and judicial operations to protect and serve city residents, visitors, businesses and historical assets.

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GOAL V: Human Services and Education

Seek opportunities and implement programs that address the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

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GOAL VI: Recreation and Culture

Add to the quality and availability of cultural and recreational facilities and programming, as might be typically available only in larger communities, to meet the needs and expectations of city residents and visitors.

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GOAL VII: Environmental Sustainability

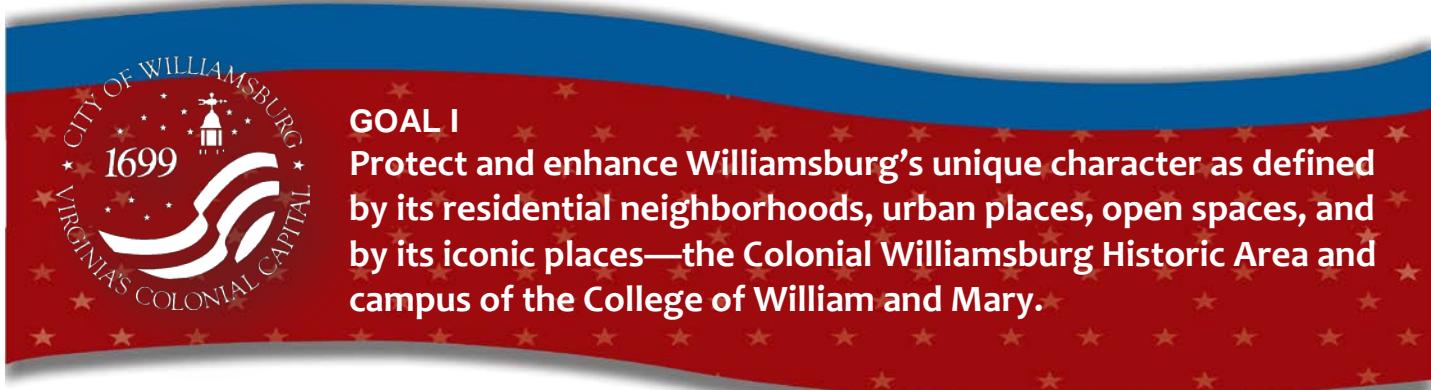
Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing essential environmental services related to drinking water, waste water, stormwater and solid waste.

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GOAL VIII: Citizen Engagement and City Governance

Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg's vision for the future.

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GOAL I

Protect and enhance Williamsburg's unique character as defined by its residential neighborhoods, urban places, open spaces, and by its iconic places—the Colonial Williamsburg Historic Area and campus of the College of William and Mary.

A. Comprehensive Plan

Adopt the 2013 update to the Comprehensive Plan by March 2013, and complete implementation of immediate steps as recommended in the Plan by December 2013. Continue to coordinate comprehensive planning with James City County and York County.

B. Design Review Guidelines

Evaluate the Architectural Review Board's Design Review Guidelines and amend them as necessary, balancing architectural standards optimally with economic reality, construction technology and energy efficiency. Complete the Historic Building Survey update by the end of 2013.

C. Downtown Vibrancy

Extend the high quality and success of downtown into immediately adjacent areas – specifically along Henry Street to the north and south, and along Prince George and Scotland Streets to the west – by means of streetscape improvements (See [Goal III: Transportation](#)) and by means of public and private redevelopment. Public projects include the Stryker Center (See [Goal VIII: Citizen Engagement and Governance](#)), Triangle Building (See [Goal II: Economic Vitality](#)). Private sector projects include Prince George Commons retail and housing, reuse of the Health Evaluation Center, and development of surplus downtown properties owned by Colonial Williamsburg Foundation.

D. Arts District and Midtown

Pursue the vision for renewal of the Midtown area, anchored in the Arts District identity, and committed to the long term success of the shopping center sites. Continue to add “creative economy” businesses, services and housing supporting the William and Mary community and visitors. Sell the city owned “Tioga” site for development by the end of the biennium.

E. Richmond Road Corridor

Maintain this prime entrance corridor the premier regional destination for restaurants, hotels and complementary services for visitors and locals. Make progress during the biennium in build out/lease out of High Street, redevelopment of the “Spotswood” site at Ironbound Road, and construction of in-fill projects, such as the new “Cook-Out” Restaurant.

F. Capitol Quarter

Follow the guidance from the Northeast Triangle Focus Group, as consolidated in the Comprehensive Plan update, to bring new life to the “Capitol Quarter” area. Make streetscape and pedestrian improvements (See [Goal III: Transportation](#)), and return the now city-owned Lord Paget hotel to the private sector for redevelopment/reuse, by the end of the biennium. Other private sector projects include “Second Street Boutiques” and completion of “Capitol Landing Green.”

G. Southeast Quadrant

Work with Quarterpath at Williamsburg developers Willowwood, Riverside Healthcare Association, and other interests to build a high quality new city neighborhood with Doctors’ Hospital of Williamsburg as the anchor. Create a pedestrian friendly commercial, retail and residential village complimenting Williamsburg’s special character with opportunities for significant economic development and employment growth. Pending grant funding awards and participation by James City County, make improvements to Route 60 East and open the Country Road to pedestrians and cyclists – all linked by the completion of Battery Boulevard (See [Goal III: Transportation](#))

H. Corridor Beautification

Complete several projects during the biennium designed to beautify entrance corridors and enhance streetscapes (see [Initiatives and Goal III: Transportation](#)) notably including: underground wiring on Page Street (Route 60), improvements to Route 60 East from the York/Page/Lafayette intersection to the city limits, and reconstruction of Prince George Street from Boundary to Armistead.

I. Open Space Preservation

Actively pursue acquisition of additional open space and land conservation both within the city limits and in the Waller Mill Reservoir watershed. Add to the city’s permanent open space ownership during the biennium.

J. Merrimac Trail Neighborhoods

Focus city attention (Human Services, Codes Compliance, Police, Recreation, etc.) on neighborhood stability and improving social conditions in the Merrimac Trail apartment corridor, collaborating with residents and property owners.

K. Neighborhood Relations and Preservation near College

Improve the quality of life in the neighborhoods surrounding William and Mary by continuing to build effective working relationships between the city, college, students, neighbors and landlords using the Neighborhood Relations Committee (NRC); and by regular city-college meetings and improved communications among all parties.

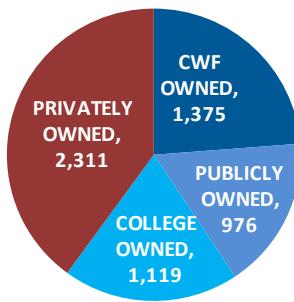
L. Citizens Committee on Community Wellness 

Partner with the community to form a Citizens Committee on Community Wellness, appointed by the Mayor, to inventory Williamsburg facilities and activities that promote healthy lifestyles, and identify opportunities for improvements. Seek Virginia Healthy Community and/or similar designations, and create economic opportunities for health and sports related tourism. Request the Committee's report by fall, 2013.

Desired Outcomes

Observed Results

1. Maintain at least 60% of the 5781 acres within the city limits for public, Colonial Williamsburg, and College land use to preserve Williamsburg's unique character.



Existing Land Use Proportions within the City Limits

Public, W&M and CWF currently at 60%

*Source: Williamsburg Planning Department

2. Increase overall residential property values in the city by at least 2% annually to maintain quality and character of neighborhoods.

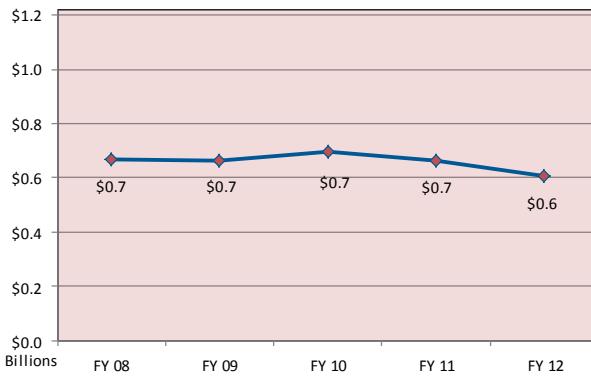


Residential Property Assessed Values

Average annual increase over five years near level.

*Source: Williamsburg City Assessor

3. Increase overall commercial property values in the city by at least 2% annually to maintain the quality and character of commercial corridors.

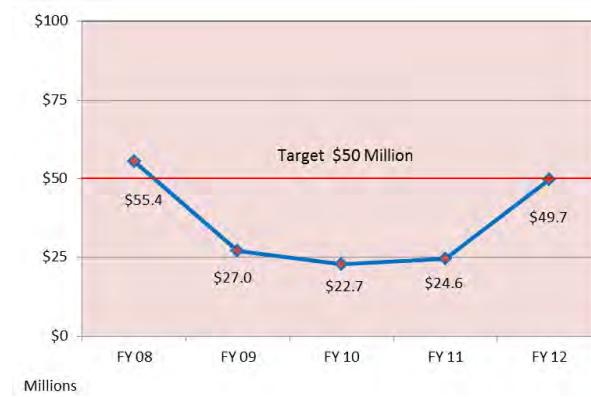


Commercial Property Assessed Values

Average annual increase over five years near level.

*Source: Williamsburg City Assessor

4. Rehabilitate or build new structures to refresh Williamsburg's built environment as indicated by at least \$50 million in new construction annually.

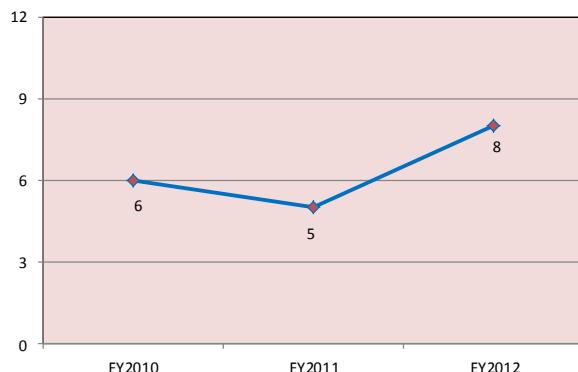


Value of Building Permits Issued

*Source: Williamsburg Code Compliance Division

Desired Outcomes**Observed Results**

5. Reduce to five (of 31 total) number of single family zoned neighborhoods with more than 50% rental use to preserve quality and character of neighborhoods.

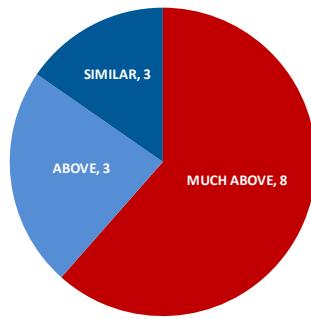


Number of Neighborhoods Exceeding 50% Rentals

- Capitol Heights 61%
- Cary/Griffin/Newport 62%
- Colonial Extension 72%
- Matoaka Court 72%
- Pinecrest 54%
- Powhatan Park 82%
- W. Williamsburg 87%
- W. Williamsburg Hts. 68%

*Source: Williamsburg Planning Department

6. Achieve “Good” or “Excellent” ratings on the National Citizens Survey for questions related to “Character of the City” standing “Much Above” the



Williamsburg NCS ratings concerning “Character of the City” compared to the other cities and counties

*Source: National Citizens Survey

National Citizen Survey Results

Question (NCS page number)	Percent Rated “Good” or “Excellent”			Compared to 2012 National Benchmark
	2008	2010	2012	
Overall Quality of Life in Williamsburg (p.7)	78%	87%	87%	much above
Williamsburg as a place to live (p.7)	85%	88%	92%	much above
Your neighborhood as a place to live (p.7)	76%	81%	78%	similar
Recommend living in Williamsburg to someone who asks (p.7)	80%	84%	90%	above
Overall quality of new development in Williamsburg (p.17)	56%	60%	65%	above
Overall appearance of Williamsburg (p.17)	88%	91%	92%	much above
Cleanliness of Williamsburg (p.29)	91%	92%	91%	much above
Quality of overall natural environment (p.29)	76%	84%	87%	much above
Preservation of natural areas (p.29)	58%	60%	66%	much above
Sense of Community (p.38)	64%	66%	71%	above
Openness and acceptance of the Community towards people of diverse backgrounds (p.38)	51%	55%	61%	similar
Williamsburg as a place to raise children (p.38)	76%	88%	85%	much above
Williamsburg as a place to retire (p.38)	87%	89%	88%	much above



GOAL II

Increase employment opportunities, income, business success, and city revenues by supporting and promoting the city's economic base of heritage tourism and education, and other development and redevelopment opportunities.

A. Economic Development Strategic Plan

Adopt the Economic Development Strategic Plan by January 2013 and implement during the biennium.

Implement new or revise existing EDA programs to encourage and facilitate redevelopment and economic diversification. These programs may include adopting redevelopment tax benefits allowed in the State Code, enabling financing programs, establishing a "deal closing" fund, updating the Shop and Dine map, and finding other new ways to support and encourage new and existing businesses.

B. Economic Diversification Strategies

Finalize regional incubator details and consider regional revenue sharing as an element of by July 2013.

Analyze participation in regional entrepreneurship efforts - including economic gardening, access to regional incubation networks, venture capital strategies, and the William and Mary Mason School of Business - during the biennium.

Work with Riverside Healthcare Association to recruit compatible and regional professional service businesses to Class A office space at "Quarterpath at Williamsburg," offering a "hub" location for eastern Virginia - Richmond to Hampton Roads.

Work with Arts District owners and businesses to designate and market (e.g. banners, Shop and Dine map, events) the Arts District to customers and prospective businesses by March 2013.

C. Targeted Redevelopment Opportunities

Work as a partner with the private sector to identify and redevelop transitional properties, including City owned property at 906 Richmond Road (Tioga site) and 901 Capital Landing Road (Lord Paget site) during the biennium.

Identify and purchase properties for redevelopment where the City's ownership can spur private investment.

D. Foreign Student/Short Term Worker Orientation

Design a manageable and repeatable program to orient and connect foreign students and short term workers to the Williamsburg community in partnership with the Tourism Alliance and the College of William and Mary.

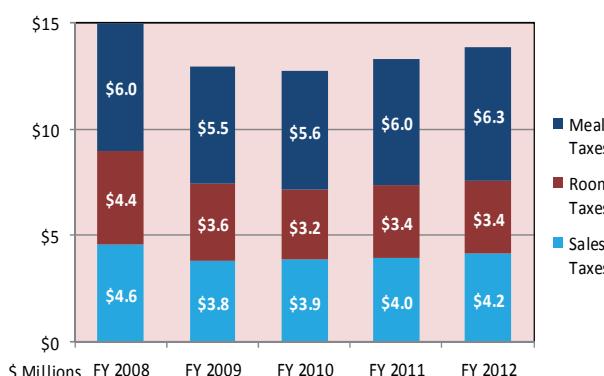
E. Destination Tourism Promotion

Engage the Greater Williamsburg Chamber and Tourism Alliance's transition to the region's complete destination marketing organization by 2014. Support the Alliance's promotion of September as Arts Month, including increasing the number of quality arts events; and promotion of other visitor draws, such as, the holiday season, spring garden tours, and athletic competitions; all in addition to promoting the traditional summer family vacation. Regularly assess progress against outcome measures of economic success.



Desired Outcomes**Observed Results**

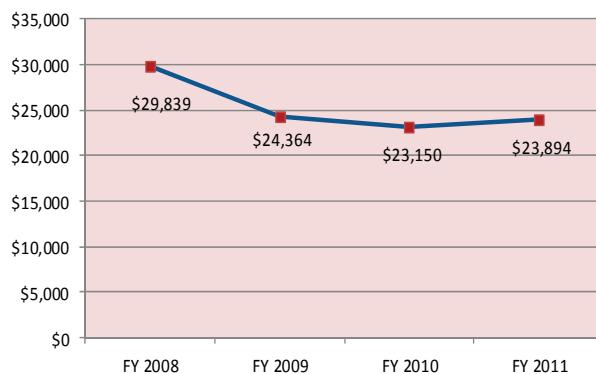
1. Increase city revenues from retail and hospitality tax sources by at least 2% annually.

**Tax Receipts From Meal, Room and Sales Taxes**

Average annual decrease over five years: -1.8%

*Source: Williamsburg Financial Department

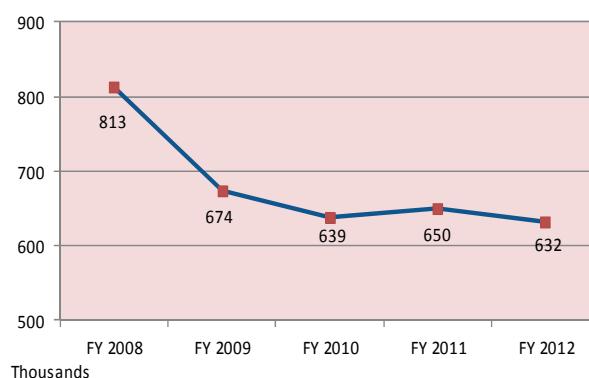
2. Increase the amount of retail sales in the city relative to city population per year.

**Per Capita Retail Sales in the city**

Average annual decrease over five years: -6.7%

*Source: Virginia Department of Taxation

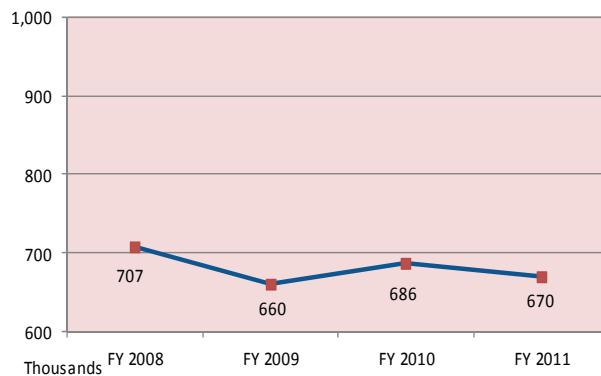
3. Return to a pattern of increasing room nights sold in the city by at least 3% per year.

**Hotel/Motel Room Nights Sold**

Average annual decrease over five years: -5.8%

*Source: Williamsburg Finance Department

4. Increase Colonial Williamsburg Foundation's ticket sales annually by at least 3%.

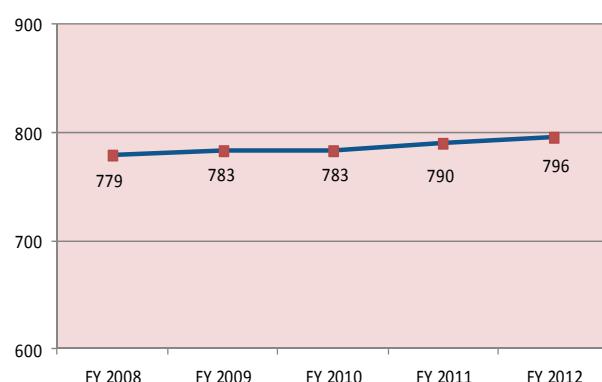
**Colonial Williamsburg Foundation Ticket Sales**

Average annual decrease over five years: -1.7%

*Source: Colonial Williamsburg Foundation

Desired Outcomes**Observed Results**

5. Increase total number of businesses operating in the city.

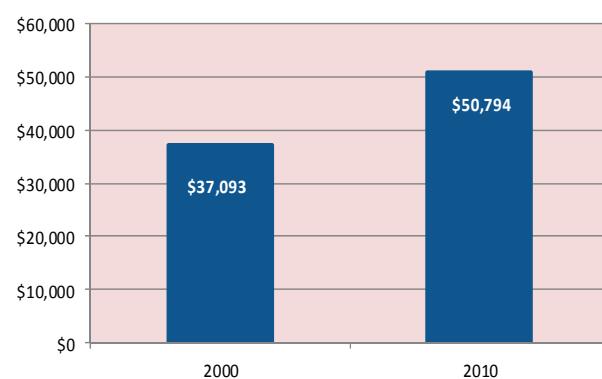


Business Licenses Issued by the City

Average annual increase over five years: .5%

*Source: Williamsburg Commissioner of Revenue

6. Increase the household income of city residents by at least 3% annually.

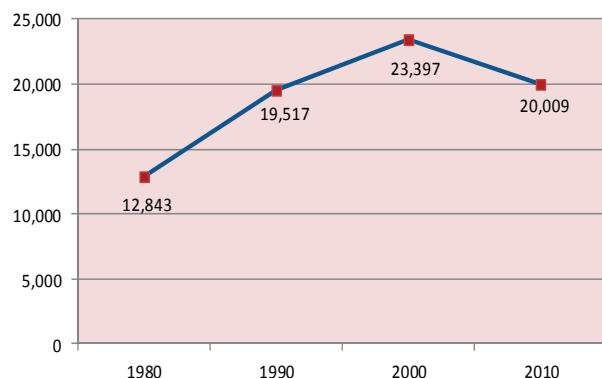


Medium Household Income of City Residents

Average annual increase over ten years: 3.2%

*Source: US Department of Commerce, Bureau of Economic Analysis (Wmsbg, JCC combined)

7. Increase employment opportunities with growth of in-city jobs from year to year.

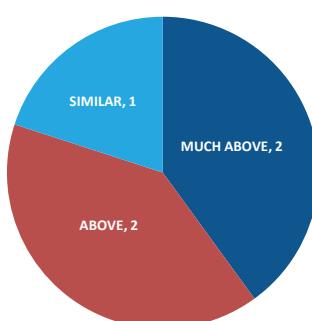


Number of Jobs Based in the City

Average annual decrease 2010 to 2010: -1.6%

*Source: Virginia Employment Commission

8. Achieve "Good" or "Excellent" ratings on the National Citizens Survey for questions related to "Economic Vitality" standing "Much Above" the national benchmark.



Number of Williamsburg NCS ratings concerning "Economic Vitality" compared to the other cities and counties.

*Source: National Citizens Survey

National Citizen Survey Results

Question (NCS page number)	Percent Rated “Good” or “Excellent”			Compared to 2012 National Benchmark
	2008	2010	2012	
Employment opportunities (p.20)	40%	35%	38%	above
Shopping opportunities (p.20)	76%	77%	72%	much above
Williamsburg as a place to work (p.20)	53%	60%	60%	similar
Overall quality of business and service establishments in Williamsburg (p.20)	65%	71%	71%	much above
Economic development services (p.21)	48%	49%	56%	above



**GOAL III**

Provide an effective transportation system compatible with the future land use plan, serving pedestrians, bicyclists and motorists, and promoting the expanded use of transit and rail.

A. Pedestrian Connections 

Construct the next set of pedestrian improvements by the end of the biennium, with particular emphasis on filling in gaps, calming traffic, and taking maximum advantage of VDOT's revenue sharing program for sidewalk construction. New sidewalks are proposed on Richmond Road (Waltz Farm Drive to Patriot Lane), Lafayette Street (Harrison Avenue to Wythe Street), Bypass Road (Route 132 to Parkway Drive), Parkway Drive (Bypass Road to Capitol Landing Road), Ironbound Road (Middle Street to former Fire Station site), Scotland Street (Prince George Street to King & Queen Apartments), Francis Street (end of existing sidewalk to Lafayette Street). Brick sidewalks are proposed on Prince George Street (Armistead Avenue to Scotland Street) and Armistead Avenue (Prince George Street to Scotland Street).

B. Ironbound Road Widening 

Prepare for the widening of Ironbound Road from Richmond Road to Treyburn Drive, including signalization of the Longhill Road intersection and undergrounding of overhead wires, as the City's next major road project scheduled for construction in 2016.

C. Quarterpath at Williamsburg Street Network 

Open Battery Boulevard to traffic linking Route 60 to Quarterpath Road, including sidewalk, trail and bikeway connections, in spring 2013, concurrent with the opening of Doctors' Hospital of Williamsburg.

D. Bike Friendly Community 

Apply for certification as a Bike Friendly Community from the League of American Bicyclists in 2013.

E. Transportation Center Vision 

Create a concept plan by 2014 for expanding the Transportation Center complex north of the CSX tracks on presently vacant property to demonstrate how the Williamsburg station could accommodate expanded intercity rail service (AMTRAK) in the future.

F. Williamsburg Area Transport 

Work with transit partners to maintain at least current levels of regional service, including the Williamsburg Trolley, in an era of declining and uncertain federal and state transit funding.

G. Prince George Street Streetscape  

Complete the reconstruction of Prince George Street from Boundary to Armistead during the biennium, to include wider brick sidewalks, new street lighting and street trees. This project will extend the Prince George Street 2004 improvements to the west. Find ways to draw customers to and from Merchants Square and the Delly area.

H. Route 60 East Corridor Improvements  

Reapply for federal "Alternative Transportation" and other grants to make improvements to the function and aesthetics of Route 60 from the eastern edge of the Colonial Williamsburg Historic Area to Busch Gardens. Lead the effort of the three Historic Triangle localities to obtain funding and make improvements during the biennium.

I. Page Street Underground Wiring 

Bury electric and telecommunications overhead wires along Page Street from the CSX railroad tracks north to the Colonial Parkway as the city's next major commercial corridor beautification project during the biennium.



Desired Outcomes**Observed Results**

<p>1. Improve pedestrian and rider safety on city streets as measured by reducing the number of accidents with injuries.</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Accidents with Injuries</th> </tr> </thead> <tbody> <tr> <td>FY 2008</td> <td>72</td> </tr> <tr> <td>FY 2009</td> <td>55</td> </tr> <tr> <td>FY 2010</td> <td>67</td> </tr> <tr> <td>FY 2011</td> <td>74</td> </tr> <tr> <td>FY 2012</td> <td>72</td> </tr> </tbody> </table>	Fiscal Year	Accidents with Injuries	FY 2008	72	FY 2009	55	FY 2010	67	FY 2011	74	FY 2012	72	<p>Accidents With Injuries Within City Limits</p> <p>Average annual change over five years has been level.</p> <p>*source: Williamsburg Police Department</p>
Fiscal Year	Accidents with Injuries													
FY 2008	72													
FY 2009	55													
FY 2010	67													
FY 2011	74													
FY 2012	72													
<p>2. Increase the ridership regionally on <u>Williamsburg Area Transport</u>.</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Ridership (Thousands)</th> </tr> </thead> <tbody> <tr> <td>FY 2008</td> <td>770</td> </tr> <tr> <td>FY 2009</td> <td>866</td> </tr> <tr> <td>FY 2010</td> <td>975</td> </tr> <tr> <td>FY 2011</td> <td>1,060</td> </tr> <tr> <td>FY 2012</td> <td>1,080</td> </tr> </tbody> </table>	Fiscal Year	Ridership (Thousands)	FY 2008	770	FY 2009	866	FY 2010	975	FY 2011	1,060	FY 2012	1,080	<p>Williamsburg Area Transport Ridership</p> <p>Average annual increase over five years: 8.9%</p> <p>*Source: Williamsburg Area Transport</p>
Fiscal Year	Ridership (Thousands)													
FY 2008	770													
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<p>3. Increase the passenger rail ridership on <u>Amtrak</u> for trips originating and terminating at the Williamsburg Transportation Center.</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Ridership (Thousands)</th> </tr> </thead> <tbody> <tr> <td>FY 2008</td> <td>50</td> </tr> <tr> <td>FY 2009</td> <td>49</td> </tr> <tr> <td>FY 2010</td> <td>47</td> </tr> <tr> <td>FY 2011</td> <td>53</td> </tr> </tbody> </table>	Fiscal Year	Ridership (Thousands)	FY 2008	50	FY 2009	49	FY 2010	47	FY 2011	53	<p>Amtrak Departures and Arrivals at Williamsburg Station</p> <p>Average annual increase over four years: 2.5%</p> <p>*Source: Amtrak</p>		
Fiscal Year	Ridership (Thousands)													
FY 2008	50													
FY 2009	49													
FY 2010	47													
FY 2011	53													
<p>4. Achieve "Good" or "Excellent" ratings on the National Citizens Survey for questions related to "Transportation" standing "Much Above" the national benchmark.</p>	<table border="1"> <thead> <tr> <th>Rating Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>MUCH ABOVE, 8</td> <td>8</td> </tr> <tr> <td>ABOVE, 2</td> <td>2</td> </tr> <tr> <td>SIMILAR, 1</td> <td>1</td> </tr> </tbody> </table>	Rating Category	Percentage	MUCH ABOVE, 8	8	ABOVE, 2	2	SIMILAR, 1	1	<p>Williamsburg NCS ratings concerning "Transportation" compared to the other cities and counties.</p> <p>*Source: National Citizens Survey</p>				
Rating Category	Percentage													
MUCH ABOVE, 8	8													
ABOVE, 2	2													
SIMILAR, 1	1													

National Citizen Survey Results

Question (NCS page number)	Percent Rated “Good” or “Excellent”			Compared to 2012 National Benchmark
	2008	2010	2012	
Ease of car travel in Williamsburg (p.9)	68%	71%	72%	much above
Ease of bus travel in Williamsburg (p.9)	43%	57%	55%	much above
Ease of bicycle travel in Williamsburg (p.9)	52%	58%	59%	much above
Ease of walking in Williamsburg (p.9)	67%	73%	80%	much above
Traffic flow on major streets (p.9)	53%	54%	54%	above
Street repair (p.11)	61%	64%	58%	much above
Street cleaning (p.11)	75%	74%	77%	much above
Street lighting (p.11)	67%	68%	73%	much above
Snow removal (p.11)	71%	49%	69%	above
Sidewalk maintenance (p.11)	66%	60%	68%	much above
Amount of public parking (p.11)	44%	50%	49%	similar



**GOAL IV**

Secure an ever safer community by enabling police, fire, emergency management and judicial operations to protect and serve city residents, visitors, businesses and historical assets.

A. Community Engagement for Public Safety

Undertake a number of initiatives to engage residents in building a safer community during the biennium; such as, a stronger School Resource Officer partnership with Berkeley Middle School; continued emphasis on police partnership with the Neighborhood Relations Committee for improved town/gown relations; more active Neighborhood Watch program – especially in the Merrimac Trail area; and continued emphasis on the Citizen Emergency Response Team (CERT) training and deployment.

B. Fire Department Improvements

Upgrade fire department facilities and equipment over the next two years, including: renovate staff quarters in the fire station; replace certain personal protective equipment and breathing apparatus for optimal safety; replace another medic unit; and explore a new EMS reporting system to improve recordkeeping and reduce emergency room turnaround times for medical response teams.

C. Police Field Reporting

Install new networked laptops in all police vehicles, coupled to law enforcement communication and records systems, as mobile data terminals to allow complete digital origination of police reports in the field.

D. Public Safety Physical Fitness

Strengthen the programs and policies of the police and fire departments to continually improve health and fitness; going beyond the lifestyle education and opportunities of the citywide program, to enforce job related fitness standards for all police officers and firefighters.

E. Public Safety Leadership and Technical Proficiency

Invest over the biennium in staff development to build leadership capacity and specialized skills; including advanced leadership/supervisory training for current and prospective senior police and fire officers; and specialized training, such as crisis intervention team, bicycle instructor, and emergency medical response for police officers.

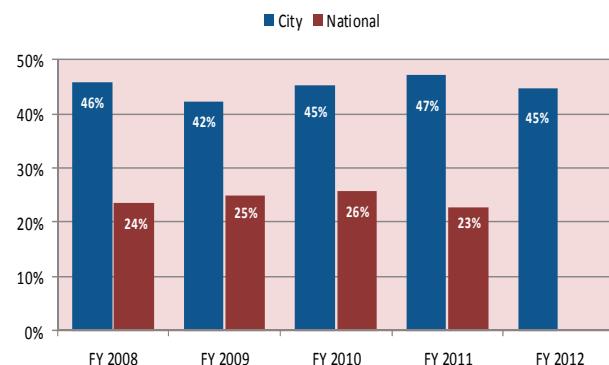
F. Emergency Public Information Enhancements

Explore and evaluate new means of enhancing communication of emergency public information to residents and visitors to build on existing methods, such as social media, news media, electronic communication and mass notification systems.



Desired Outcomes**Observed Results****1. Clear Part I crimes at a rate well exceeding the national average.**

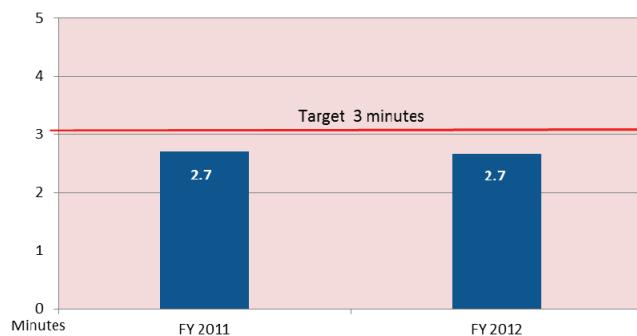
(Part 1 crimes are major crimes such as: murder, rape, robbery, assault, burglary, larceny and auto theft).



Clearance rate for Part I crimes for Williamsburg and nationally

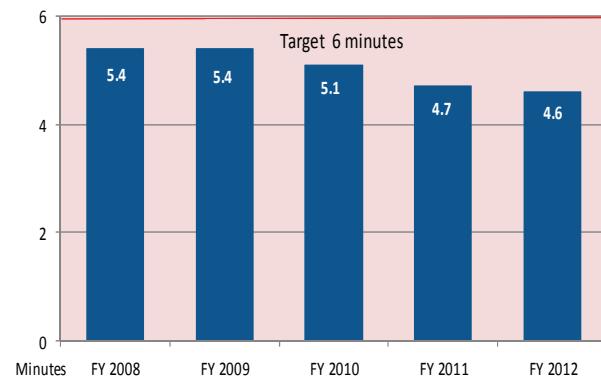
Williamsburg exceeds national rate by approximately 100%

*source: Williamsburg Police Department and FBI

2. Respond to Police calls for service averaging under 3 minutes from time of dispatch to arrival on scene.

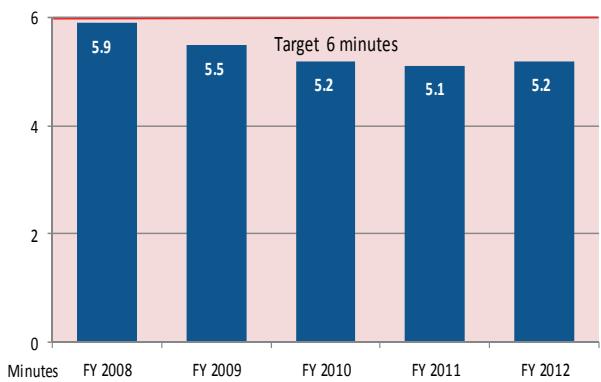
Average Police Response Time

*source: Williamsburg Police Department

3. Respond to calls for fire and non-EMS emergencies averaging under 6 minutes from time of dispatch to apparatus arrival on scene.

Average Fire Response Time

*source: Williamsburg Fire Department

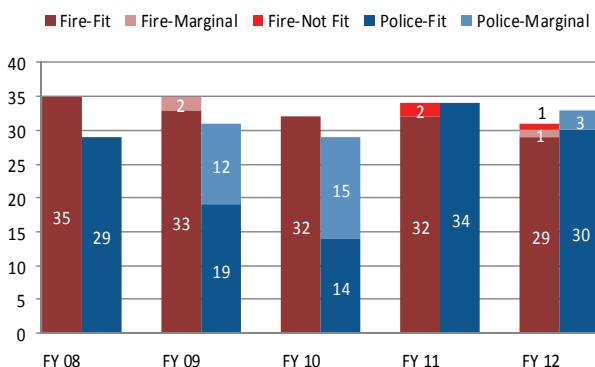
4. Respond to emergency medical (EMS) calls for service averaging under 6 minutes from time of dispatch to Advanced Life Support (ALS) arrival on scene.

Average ALS response Time

*source: Williamsburg Fire Department

Desired Outcomes**Observed Results**

5. Maintain “fitness for duty” as determined by annual medical and fitness evaluation for all police officers and firefighters.



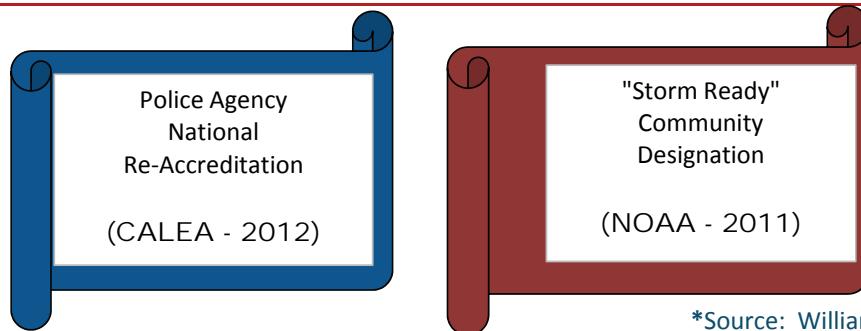
Percent of Police and Fire Personnel Found “Fully Fit” for Duty.

Police FY 12 : 91%

Fire FY 12: 94%

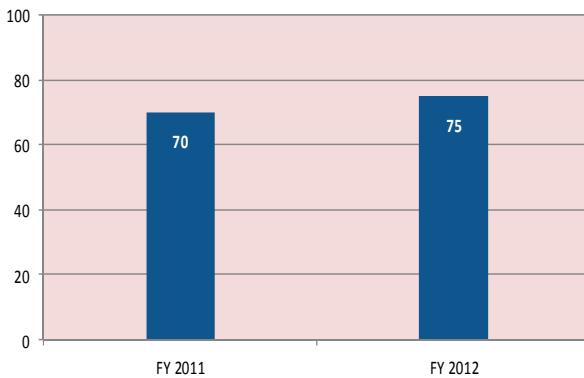
*Source: Williamsburg Police and Fire Departments

6. Maintain certifications of public safety and emergency readiness.



*Source: Williamsburg Police and Fire Departments

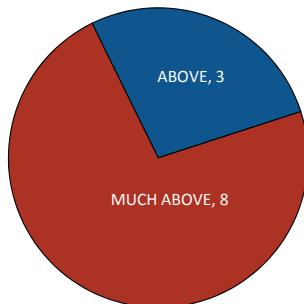
7. Increase and maintain the number of trained and functioning Neighborhood Response Teams in the City’s 8 CERT Sectors.



Number of Trained CERT Volunteers Available to Staff NRTs.

*Source: Williamsburg Human Services

8. Achieve “Good” or “Excellent” ratings on the National Citizens Survey for questions related to “Public Safety” standing “Much Above” the national benchmark.



Williamsburg NCS ratings concerning “Public Safety” compared to the other cities and counties.

*Source: National Citizens Survey

National Citizen Survey Results

Question (NCS page number)	Percent Rated “Good” or “Excellent”			Compared to 2012 National Benchmark
	2008	2010	2012	
Safety in Williamsburg’s downtown area after dark/during the day (p.23)	78%/ 97%	80%/ 95%	83%/ 97%	much above
Safety in your neighborhood after dark/ during the day (p.23)	77%/ 95%	84%/ 96%	81%/ 98%	above
Safety from property crimes (p.23)	73%	78%	78%	much above
Safety from violent crimes (p.23)	80%	84%	86%	much above
Police services (p.26)	81%	84%	88%	much above
Fire services (p.26)	94%	96%	95%	above
EMS services (p.26)	92%	95%	92%	much above
Crime prevention services (p.26)	80%	86%	84%	much above
Fire prevention and education services (p.26)	80%	90%	87%	much above
Traffic enforcement services (p.26)	64%	69%	72%	above
Emergency preparedness (p.26)	69%	78%	73%	much above



**GOAL V**

Seek opportunities and implement programs that address the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

A. Williamsburg Redevelopment and Housing Authority (WRHA) Integration

Enter into a memorandum of understanding with WRHA creating a formal, integrated operating structure between the city and WRHA, and create a citizen housing advisory committee to provide input and feedback on public housing; by March 2013.

B. Blayton Elderly Housing Expansion A small red apple icon with a green stem and leaf is positioned to the right of the section title.

Research viable funding opportunities and development partners as a joint City/Williamsburg Redevelopment and Housing Authority (WRHA) venture, to expand low and moderate income elderly housing on Blayton property during the biennium.

C. Youth Achievement A small red apple icon with a green stem and leaf is positioned to the right of the section title.

Expand the after-school component of the city's year round Youth Achievement Program to include career, dance and Outward Bound activities starting in January 2013 for approximately 50 city children. Evaluate results to determine continuation of program components during the biennium. Coordinate city efforts with school engagement initiatives which also target Youth Achievement children and families.

D. Senior Support A small red apple icon with a green stem and leaf is positioned to the right of the section title.

Expand the scope of services over the biennium to approximately 50 additional senior for in-home visitation by volunteers, and coordination of more intensive services as needed, such as transition to assisted living and nursing care.

E. Homeless Prevention A small red apple icon with a green stem and leaf is positioned to the right of the section title.

Assist the new consortium of churches in the region (Greater Williamsburg Outreach Ministries) to provide temporary and transitional shelter integrated with the city's ongoing work to prevent homelessness and move city residents in crisis into stable housing.

F. SNAP at Farmers Market

Implement Supplemental Nutrition Assistance Program (SNAP) at the Williamsburg Farmers Market during the 2013 market season to provide healthy, fresh produce and products to SNAP eligible families in the region.

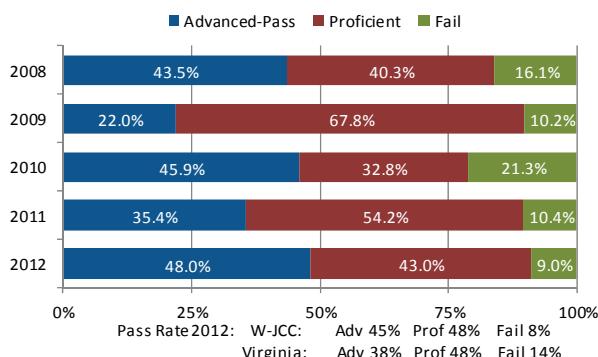
G. Fourth Middle School

Work with the Williamsburg/James City County Schools and with James City County to be ready to open a fourth middle school when required. This includes the work of the joint chief administrative officer committee to study relocation of the School's Central Office to a permanent, efficient and effective building; and renovation and/or replacement of the existing James Blair facility as the fourth middle school. Negotiate the respective city share of these improvements with James City County during the biennium.



Desired Outcomes**Observed Results**

1. Achieve passing scores for W/JCC students residing in the city of at least 95%.

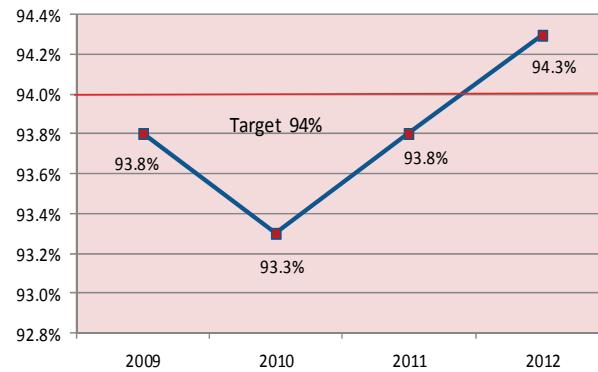


3rd Grade Reading Passing Rate for the SOLs at Matthew Whaley Elementary School:

Passed in FY 12: 91%

*Source: W/JCC Schools

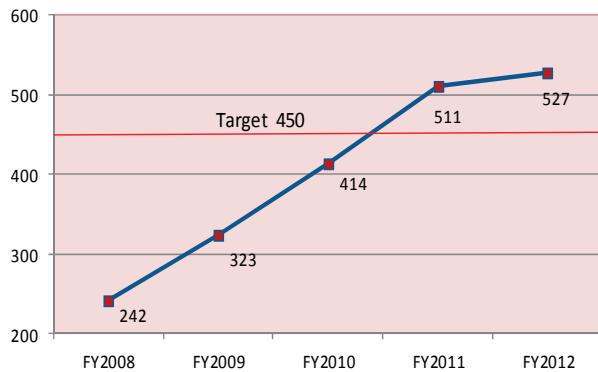
2. Achieve annual attendance rates for W/JCC students residing in the city of at least 94%.



Average Annual School Attendance Rates for City Children

*Source: W/JCC Schools

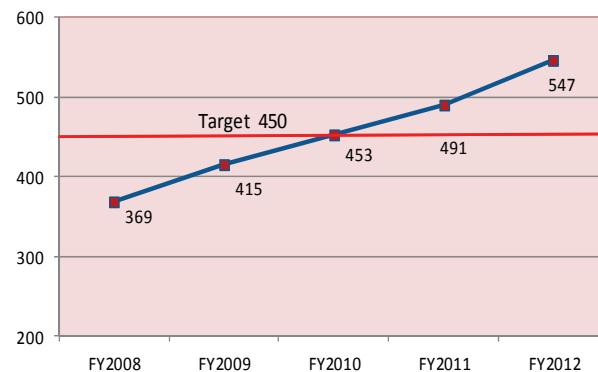
3. Reduce and maintain the number of city resident families requiring food stamp (SNAP) at less than 450 on average.



Average Number of Families Receiving Food Stamps in City.

*Source: Williamsburg Human Services

4. Reduce and maintain the number of city residents requiring Medicaid at less than 450 on average.

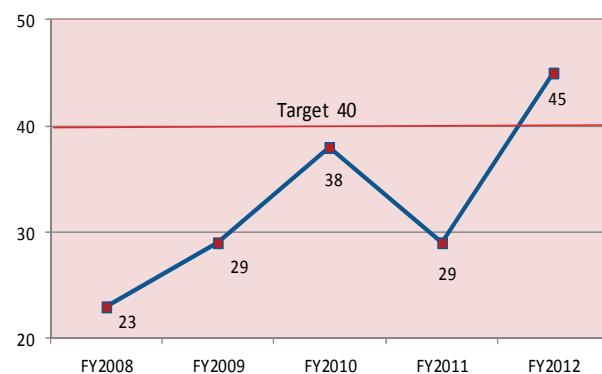


Average Number of Residents Receiving Medicaid Benefits in City

*Source: Williamsburg Human Services

Desired Outcomes**Observed Results**

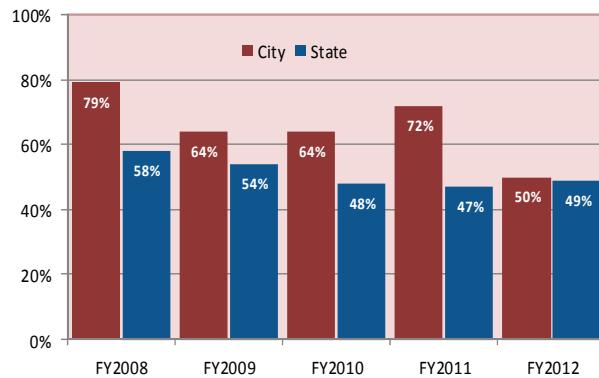
5. Reduce and maintain the number of city residents requiring Temporary Aid for Needy Families (TANF) at less than 40 on average.



Average Number of Residents Receiving Temporary Aid for Needy Families in City

*Source: Williamsburg Human Services

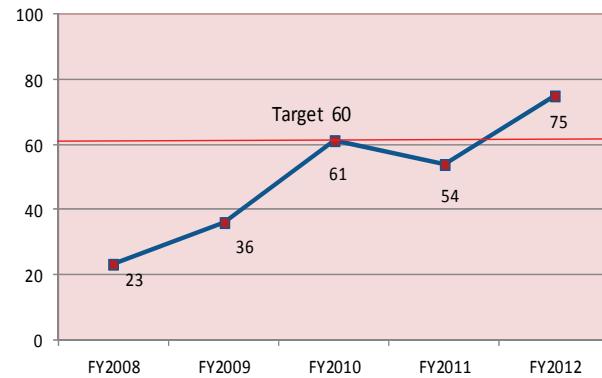
6. Exceed statewide success rate of VIEW (VA Incentive for Employment Not Welfare) program participants at finding jobs.



Percent of Participants Finding Employment

*Source: Virginia Department of Social Services

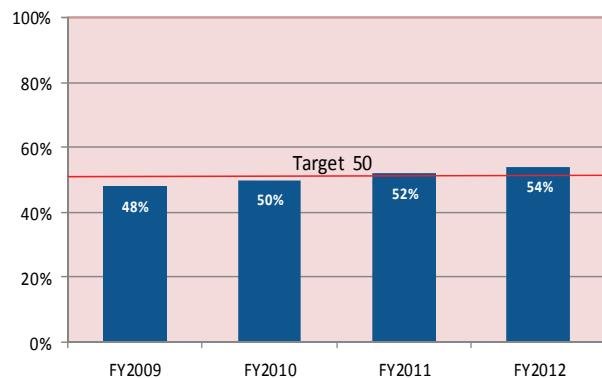
7. Increase and maintain the number of city youth that participate in the city's youth achievement program at 60 children.



Number of Youth Achievement Program Participants

*Source: Williamsburg Human Services

8. Maintain 50% or more of for-sale housing units in the City at less than \$250,000 to provide affordable housing.

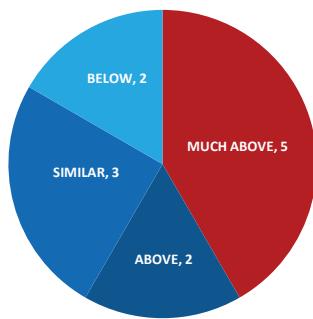


Percent of Residential Properties Valued at \$250,000 or Less.

*Source: Williamsburg City Assessor

Desired Outcomes**Observed Results**

9. Achieve “Good” or “Excellent” ratings on the National Citizens Survey for questions related to “Education and Human Services” standing “Much Above” the national benchmark.



Williamsburg NCS ratings concerning “Education and Human Services” compared to the other cities and counties.

*Source: National Citizens Survey

National Citizen Survey Results

Question (NCS page number)	Percent Rated “Good” or “Excellent”			Compared to 2012 National Benchmark
	2008	2010	2012	
Educational opportunities (p.34)	78%	85%	85%	much above
Public Schools (p.35)	67%	78%	83%	much above
Availability of affordable quality health care(p.36)	50%	55%	64%	much above
Availability of affordable quality food (p.36)	---	72%	67%	above
Availability of preventive health services (p.36)	52%	60%	66%	above
Health and wellness services (p.37)	65%	73%	78%	much above
Availability of affordable quality child care (p.38)	28%	35%	48%	similar
Services to seniors (p.40)	75%	79%	79%	much above
Services to youth (p.40)	50%	55%	56%	similar
Services to low-income people (p.40)	37%	42%	49%	similar
Availability of affordable quality Housing (p.15)	20%	30%	38%	below
Variety of housing options (p.15)	36%	42%	53%	below

**GOAL VI**

Add to the quality and availability of cultural and recreational facilities and programming, as might be typically available only in larger communities, to meet the needs and expectations of city residents and visitors.

A. Sports Tourism

Support the Greater Williamsburg Chamber and Tourism Alliance in assessing facility needs for sports tourism and in hosting athletic competitions which add significantly to overnight visitation. Specifically, support events such as the 2013 National Softball Association (NSA) World Series Fast Pitch Softball tournament (July 22-28) by providing city softball fields and facilities, and provide public safety support for the Revolutionary 3 Half Triathlon (June 2013). Continue to build participation in "Run for the Dream;" and add more races.

B. Country Road West

Work with Colonial Williamsburg Foundation and James City County to retain the Country Road between the Historic Area and Kingsmill as a hiking and biking trail before the end of the biennium.

C. Waller Mill Park Improvements

Replace the bulkhead and permanent boardwalk, replace existing permanent dock with a floating dock, and reconfigure the boat ramp in fall 2014. Establish a garden at Waller Mill Park in partnership with Virginia Dominion Power for the purpose of education and outreach by November 2012.

D. Quarterpath Park and Recreation Center Improvements

Replace roof on the Quarterpath Recreation Center which also serves as the City's Emergency Shelter and the location of the IT Department's backup servers in July 2013. Resurface the tennis courts weather permitting by early spring 2013. Make a decision on the future of Quarterpath Pool by fall 2012 and implement decision.

E. Neighborhood Parks ADA Compliance

Assess the current condition of the City's park system to determine if the parks are compliant with the standards set forth in the ADA before the 2015 regulatory deadline.

F. Kiwanis Park Improvements 

Resurface tennis courts and basketball court by early spring 2013. Develop unlighted infield portion of 4th softball field during fall 2012, and the full field by 2014. Install safety netting on softball fields along the sideline fence to protect spectators from errant thrown and batted balls during winter 2013.

G. Friends of the Park Program 

Grow the Friends of the Park program to at least 20 volunteers in 2013 to support the operations and maintenance needs in city parks.

H. Great City Walks App 

Develop a mobile device App for the Great City Walks trail guide during 2013.

I. Future of This Century Art Gallery

Work with and assist This Century Art Gallery on a future gallery location within the city limits.

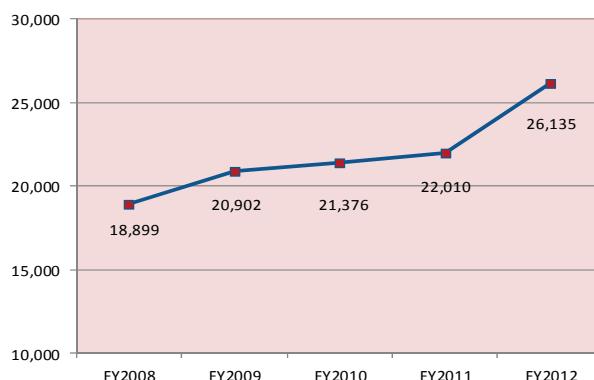
J. Future of Quarterpath Pool 

Decide upon the future of the pool at Quarterpath Recreation Center and take initial steps to implement the decision. Ensure city children have effective opportunities to learn to swim.



Desired Outcomes**Observed Results**

1. Increase the total number of recreation program participants (consistent with percent of city resident participants and cost recovery goals below).

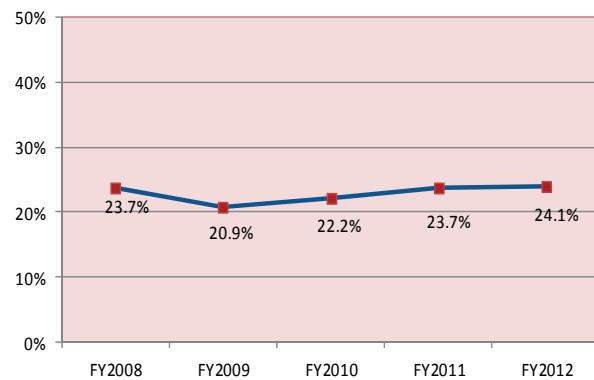


Total Number of Participants in all P&R Programs.

Average annual increase over five years: 9%

*Source: Williamsburg Parks and Recreation

2. Increase the percent of city resident participants in recreation programs relative to total number of participants.

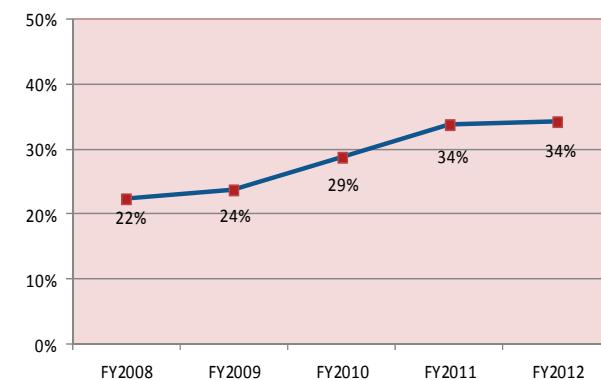


Percent of Total P&R Program Participants who are City Residents

Average annual increase over five years: near level

*Source: Williamsburg Park and Recreation

3. Increase percentage of total Parks and Recreation operating costs covered by user fees.

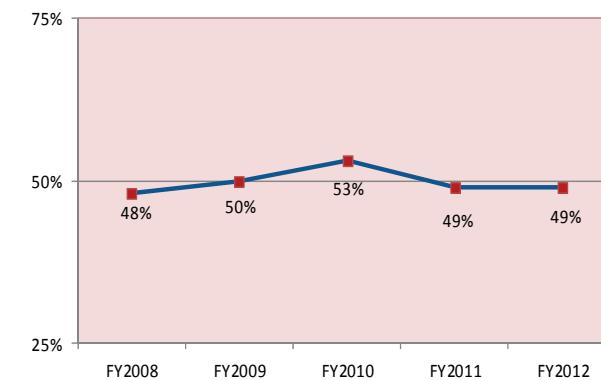


Percent of Total P&R Operating Costs Covered by User Fees

Average annual increase over five years: 3%

*Source: Williamsburg Parks and Recreation

4. Achieve a rate of active library cards held by residents (including William and Mary students) of at least one half of total population.



Percent of City Population Holding a Valid Library Card

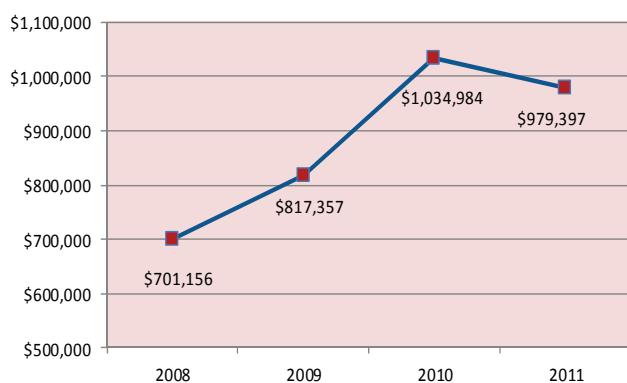
7055 cards in FY12

*Source: Williamsburg Regional Library

Desired Outcomes

Observed Results

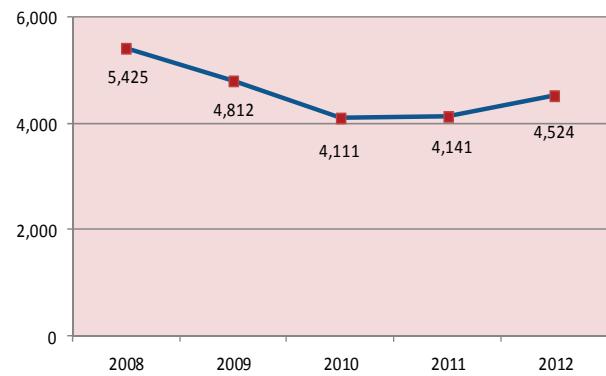
5. Achieve Williamsburg Farmers Market annual vendor sales of at least \$1 million



Farmers Market Total Sales by Vendors

*Source: Williamsburg Farmers Market

6. Increase attendance at the Virginia Arts Festival's annual *"Festival Williamsburg"* events each year.

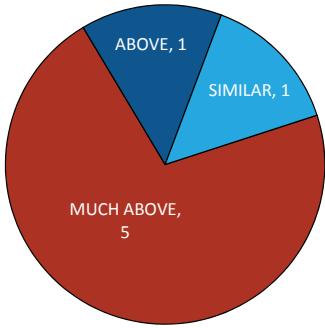


Number of General Public and Students Attending Festival Williamsburg Events

Average annual decrease
over five years: -4%

* Source: Virginia Arts Festival

7. Achieve “Good” or “Excellent” ratings on the National Citizens Survey for questions related to “Recreation and Culture” standing “Much Above” the national benchmark.

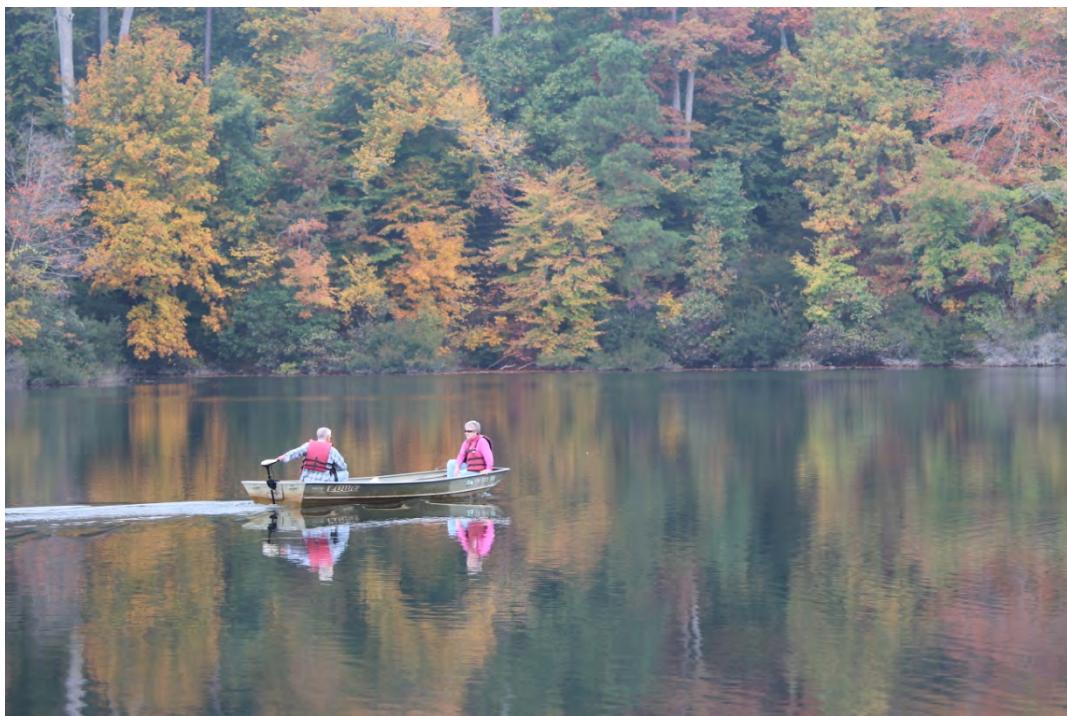


Williamsburg NCS ratings concerning “Recreation and Culture” compared to the other cities and counties.

*Source: National Citizens Survey

National Citizen Survey Results

Question (NCS page number)	Percent Rated “Good” or “Excellent”			Compared to 2012 National Benchmark
	2008	2010	2012	
Recreational opportunities (p.32)	73%	73%	71%	much above
City Parks (p.33)	87%	91%	87%	similar
Recreation programs and classes (p.33)	74%	87%	84%	much above
Recreation centers and facilities (p.33)	74%	86%	83%	much above
Public library services (p.35)	91%	94%	94%	much above
Opportunities to attend cultural activities (p.34)	63%	72%	76%	much above
Availability of paths and walking trails (p.9)	54%	62%	69%	above



**GOAL VII**

Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing essential environmental services related to drinking water, waste water, stormwater and solid waste.

A. Stormwater Management 

Implement requirements of various existing and proposed state and federal stormwater runoff regulations, in 2013 and 2014. Complete annual reports outlining activities by October each year, avoiding if possible, imposition of a stormwater utility tax.

B. Wastewater Treatment 

Meet deadlines in the Virginia Department of Environmental Quality (DEQ) Consent Order during the biennium. Use video inspections of sanitary sewers city wide to find and fix piping and manholes in order to reduce inflow and infiltration (I&I) into the system. Participate in the regional wastewater consolidation study underway which would put the locality sewer systems under one agency - Hampton Roads Sanitation District.

C. Drinking Water Conservation

Promote water conservation through community outreach programs and events, such as Hampton Road Water Efficiency Team, Williamsburg Farmers Market, Earth Day events, and public relations activities during the biennium.

D. Drinking Water System 

Procure engineering consultant by 2014 to develop plans and specifications for painting of three water tanks. Replace approximately 200 linear feet small diameter galvanized water lines. Work with new development projects such as Quarterpath at Williamsburg to enhance the water system concurrent with development.

E. Extraordinary Environmental Enterprise

Maintain highest level of certification by the Department of Environmental Quality (DEQ) as an "Extraordinary Environmental Enterprise – E4" for the Public Works complex.

F. Voluntary Residential Refuse Collection

Extend on a voluntary basis curbside refuse collection to at least two additional neighborhoods using distinctive carts with the city seal during the biennium.

G. Expanded Recycling/Reuse

Increase business recycling in the city, specifically in the Merchants Square area. Add more types of plastics to the curbside program, and investigate larger bin options. Work with Virginia Peninsulas Public Service Authority to bid and award new multi-year contract for residential recycling program in FY14. Explore feasibility of holding a “Shred-it” event, which provides residents with a secure mobile paper shredding and document destruction service.

H. Waller Mill Watershed 

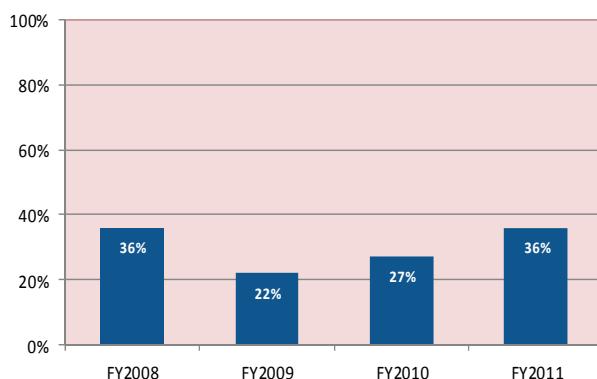
Finalize purchase of two parcels of land in the watershed in 2012 and look for other opportunities to purchase property. Secure a permit from the Virginia Department of Conservation and Recreation to maintain and operate the Waller Mill dam which has been reclassified as a high hazard dam.



Desired Outcomes

Observed Results

1. Recycle 37.5% of solid waste stream (150% of Virginia's 25% recycling goal).

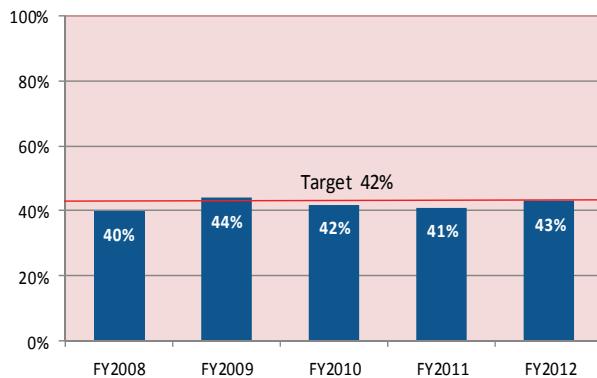


Percent of Waste Stream Recycled (145% of stated goal in 2011).

145% of stated goal in 2011

*Source: Williamsburg Public Works & Utilities.

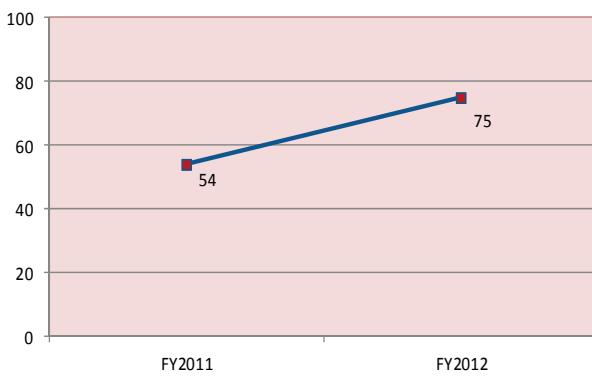
2. Maintain residential recycling set-out rate of at least 42%



Average Percent of Recycling Bins Issued to City Residents Set-Out on a Recycling Day.

*Source: Williamsburg Public Works & Utilities

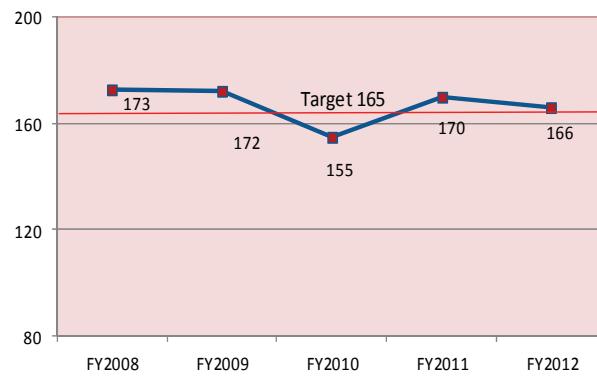
3. Increase participation in the City's Green Business and Residential Challenges each year.



Number of Business and Households Participating in Annual “Challenge” Programs

*Source: Williamsburg Green Team

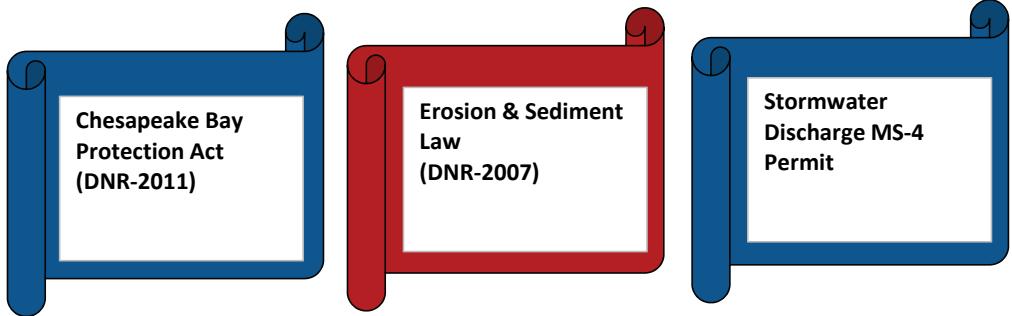
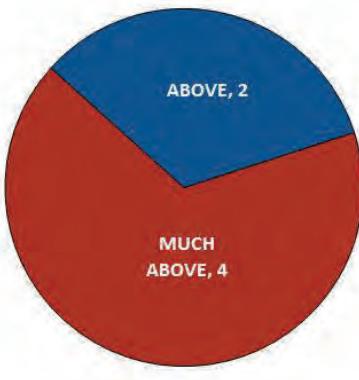
4. Conserve drinking water by reducing daily household equivalent consumption below 165 gallons per day.



Water Consumed in Gallons Per Day Per Equivalent Household Connections

*Source: Williamsburg Public Works & Utilities

Desired Outcomes**Observed Results**

<p>5. Maintain certifications of compliance with Federal/State safe drinking water regulations.</p>	 <p>All Federal/State Safe Drinking Water Regulations Met with Full Compliance</p> <p>*Source: Williamsburg Public Works & Utilities</p>
<p>6. Maintain certifications of compliance with Federal/State “Clean Water” regulations.</p>	 <p>Chesapeake Bay Protection Act (DNR-2011)</p> <p>Erosion & Sediment Law (DNR-2007)</p> <p>Stormwater Discharge MS-4 Permit</p> <p>*Source: Williamsburg Public Works & Utilities</p>
<p>7. Maintain recertification of the Public Works Department as an “Extraordinary Environmental Enterprise” (E4)</p>	 <p>Department of Environmental Quality E-4 Program (DEQ - 2012)</p> <p>*Source: Williamsburg Public Works & Utilities</p>
<p>8. Achieve “Good” or “Excellent” ratings on the National Citizens Survey for questions related to “Environmental Sustainability” standing “Much Above” the national benchmark.</p>	 <p>Williamsburg NCS ratings concerning “Environmental Sustainability” compared to the other cities and counties.</p> <p>*Source: National Citizens Survey</p>

National Citizen Survey Results

Question (NCS page number)	Percent Rated “Good” or “Excellent”			Compared to 2012 National Benchmark
	2008	2010	2012	
Sewer services (p.31)	86%	82%	88%	much above
Drinking water (p.31)	64%	73%	73%	much above
Storm drainage (p.31)	67%	70%	72%	much above
Yard waste pick-up (p.31)	80%	76%	82%	much above
Recycling (p.31)	74%	81%	81%	above
Garbage collection (p.31)	91%	79%	90%	above



★ GOAL VIII: Citizen Engagement/City Governance INITIATIVES ★



GOAL VIII

Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg's vision for the future.

A. Stryker Center – City/Library Partnership

Replace the 1967 Stryker Building with a facility to include a City Council chamber and conference room, community gallery/exhibit space, public meeting rooms, music and entertainment and Library administrative space. Technology for video production and origination, educational and cultural programming, film screen, and all kinds of community meetings and activities, would be shared by the City and Library. Open the new facility by the end of 2014 as the next major addition to the “City Square” municipal center.

B. Community Engagement

Enhance volunteerism and citizen engagement. Specific ideas include more effective on-line recruiting of citizens to serve on Boards and Commissions, and launching “Friends of the Park” (See Goal VI: Recreation and Culture). Adopt a statement of expectations based citizen input by June 2013 for neighborly behavior called “Customs and Courtesies,” which becomes a widely recognized and respected code of conduct, but without the force of law.

C. Neighborhood Relations Committee

Support the work of the Neighborhood Relations Community (composed of city, college, student, resident and landlord representation) to build partnerships and resolve problems in neighborhoods near the College to continue progress in town/gown relations over the biennium.

D. Employee Succession

Prepare and act during the upcoming biennium to replace key city staff members upon their projected retirement to perpetuate excellence in the city workforce and uphold responsive and effective city services.

E. Performance Management System

Expand the use of automated, individual performance dashboards to at least two-thirds of city employees by the end of the biennium, and incorporate dashboard measures in to city budget and goal setting document. Expand number and usefulness of “public dashboards.” Retain ICMA “Certificate of Excellence” from the Center for Performance Measurement.

★ GOAL VIII: Citizen Engagement/City Governance INITIATIVES ★

F. Employee Health & Wellness

Take the City's recently adopted Health & Wellness Program to the next level and demonstrate outcomes and degree of effectiveness. Find ways to connect the in-house program to community initiatives to encourage healthy lifestyles.

G. Leadership Philosophy

Enable and encourage a workplace culture where all employees take increasing personal and joint ownership for the effectiveness of city government and for outcomes in the community. Adopt a formal "leadership philosophy" statement and take steps to infuse it into the city organization at all levels during the biennium.

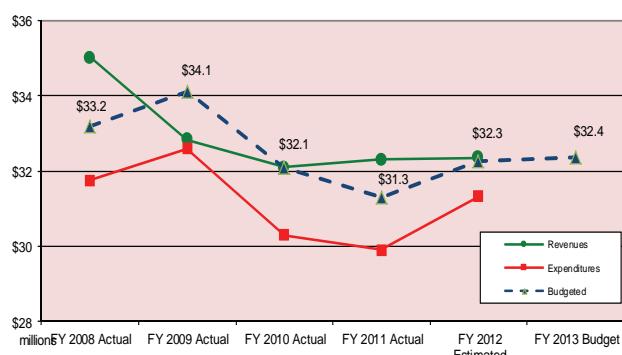


★ GOAL VIII: Citizen Engagement/City Governance OUTCOMES ★

Desired Outcomes

Observed Results

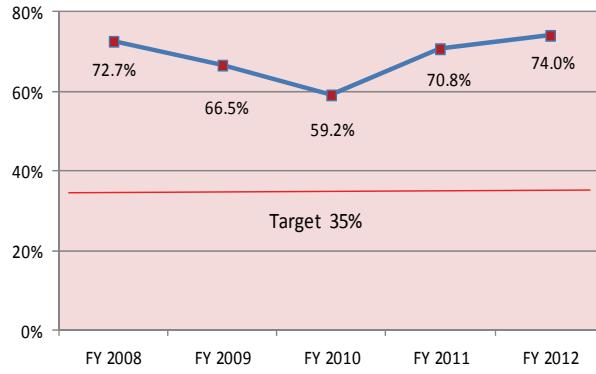
1. Exceed budget expectations by having operating revenues exceed operating expenditures each year.



Annual Operating Revenues Compared to Budget and to Actual Expenditures

*Source: Williamsburg Finance Department

2. Maintain sound fiscal health by exceeding city's 35% operating reserve policy.



Percent of Unreserved General Fund Balance Compared to the Amount of the Annual Operating Revenues

*Source: Williamsburg Finance Department

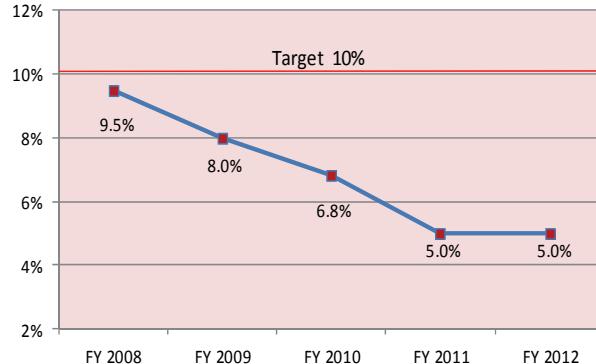
3. Retain certifications in financial reporting, budget presentation, and performance measurement.



Certificates of Achievement

*Source: Williamsburg Finance Department

4. Maintain annual Employee Turnover Rate of 10% or less of the permanent workforce.



Percent of City Employees who Resign or Retire or Otherwise Terminate Employment

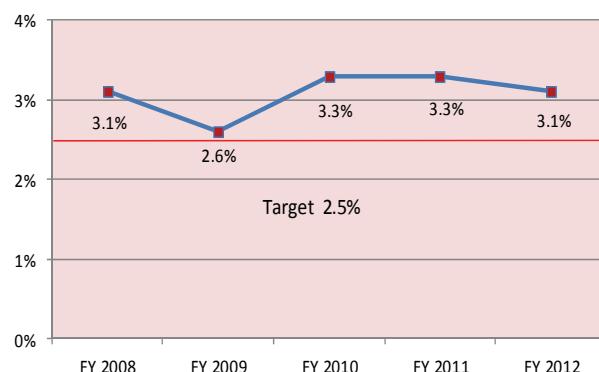
*Source: Williamsburg Human Resources

★ GOAL VIII: Citizen Engagement/City Governance OUTCOMES ★

Desired Outcomes

Observed Results

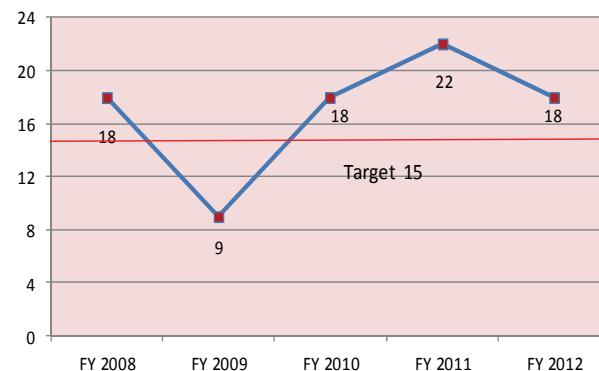
5. Reduce Employee Sick Leave used per total hours worked to 2.5% or less.



Total Sick Leave Taken as a Percent of Total Hours Worked Annually

*Source: Williamsburg Human Resources

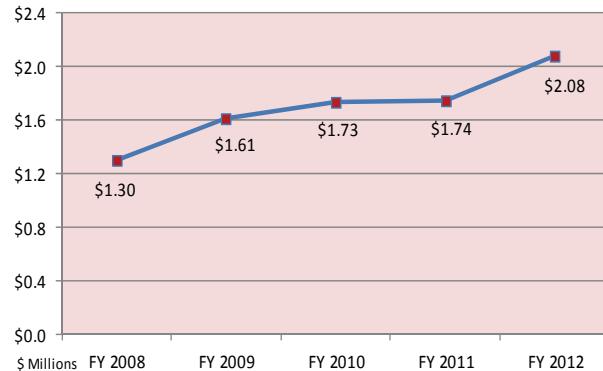
6. Reduce number of Auto and General Liability claims paid annually to 15 or less.



Auto and General Liability Claims Paid Out and, Number of General Liability Claims Paid by the City Annually

*Source: Williamsburg Finance Department

7. Reduce employee health insurance claims paid to less than 5% annual growth rate.

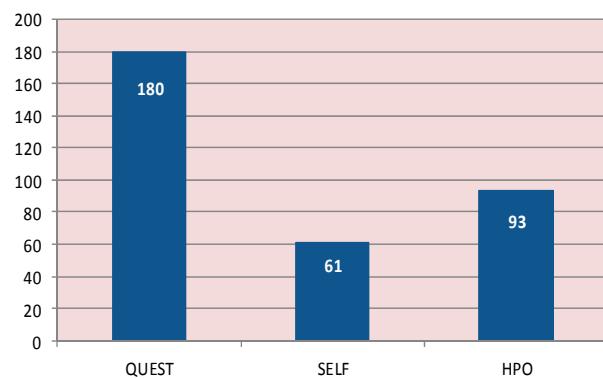


Amount of Health Insurance Claims Paid by the City

Increase between FY08 and FY 12 was at an annual rate of 12.8%

*Source: Williamsburg Human Resources

8. Accomplish employee training as a percent of all employees: QUEST Employee Orientation (100%), SELF Supervisory training (30%), and High Performance Organization training (65%).



Number of Employees Completing Training

QUEST: 98% completed
SELF: 33% completed
HPO: 50% completed

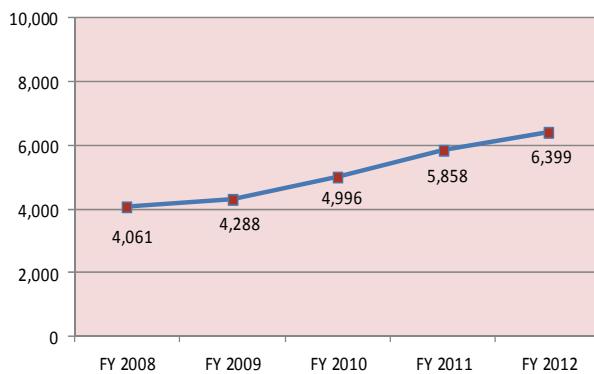
*Source: Williamsburg Human Resources

★ GOAL VIII: Citizen Engagement/City Governance OUTCOMES ★

Desired Outcomes

Observed Results

9. Increase the use of online transactions between citizens and city by at least 5% annually.

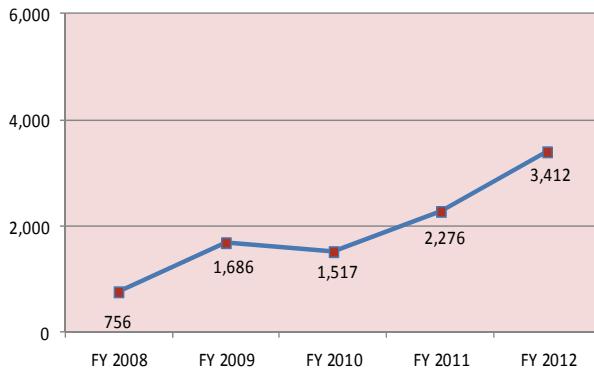


Number of Online Transactions via Williamsburgva.com.

Average annual increase over five years: 12%

*Source: Williamsburg Information Technology

10. Increase the number of citizens who receive “E-notify” email notices of city events and information.

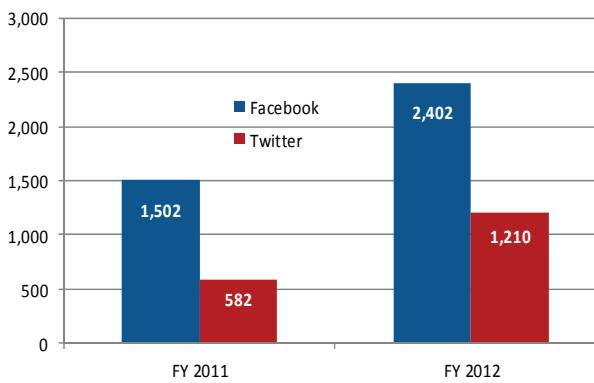


Number of Citizens Signed Up to Receive Email Notices through “E-notify”

Average annual increase over five years: 53%

*Source: Williamsburg Information Technology

11. Increase use of social media as a means of disseminating public information.



Number of City Facebook Fans and Twitter Followers

Facebook up: 60%
Twitter up: 108%

*Source: Williamsburg Communications Specialist

12. Achieve “Good” or “Excellent” ratings on the National Citizens Survey for questions related to “Citizen Engagement” and “City Governance” standing “Much Above” the national benchmark.



Williamsburg NCS ratings concerning “Citizen Engagement” and “City Governance” compared to the other cities and counties.

*Source: National Citizens Survey

★ GOAL VIII: Citizen Engagement/City Governance OUTCOMES ★

National Citizen Survey Results

Question (NCS page number)	Percent Rated “Good” or “Excellent”			Compared to 2012 National Benchmark
	2008	2010	2012	
The value of services for the taxes paid to Williamsburg (p.48)	76%	73%	75%	much above
The overall direction that Williamsburg is taking (p.48)	55%	60%	65%	much above
The job Williamsburg government does at welcoming citizen involvement (p.48)	62%	62%	63%	much above
Overall image or reputation of Williamsburg (p.48)	85%	87%	93%	much above
Opportunities to participate in community matters (p.41)	69%	71%	77%	much above
Opportunities to volunteer (p.41)	80%	86%	87%	much above
Public information services (p.45)	76%	80%	84%	much above
Knowledge of city employees (p.51)	90%	83%	87%	much above
Responsiveness of city employees (p.51)	91%	77%	82%	much above
Courtesy of city employees (p.51)	91%	85%	85%	much above
Overall impression of city employees (p.51)	91%	79%	82%	much above
Services provided by city (p.49)	75%	82%	86%	much above

Matrix of Primary and Secondary Goal Categories		X = Primary Category				✓ = Secondary Category				
		FY 2014 Capital Project	Healthy Community Initiative	Character of the City	Economic Vitality	Transportation	Public Safety	Human Services and Education	Recreation & Culture	Environmental Sustainability
I. Character of the City										
Comprehensive Plan				X	✓	✓		✓	✓	✓
Design Review Guidelines				X	✓					✓
Downtown Vibrancy				X	✓	✓				✓
Arts District and Midtown				X	✓					
Richmond Road Corridor				X	✓					✓
Capitol Quarter				X	✓	✓				
Southeast Quadrant				X	✓	✓	✓	✓	✓	✓
Corridor Beautification				X	✓	✓				
Open Space Preservation		apple		X						✓
Merrimac Trail Neighborhoods		apple		X			✓	✓		✓
Neighborhood Relations and Preservation near College		apple		X						✓
Citizens Committee on Community Wellness		apple		X				✓	✓	✓
II. Economic Vitality										
Economic Development Strategic Plan				✓	X					
Economic Diversification Strategies				✓	X					
Targeted Redevelopment Opportunities				✓	X					
Foreign Student/Short Term Worker Orientation					X					✓
Destination Tourism Promotion					X					
III. Transportation										
Pedestrian Connections	✓	apple		✓	✓	X	✓		✓	✓
Ironbound Road Widening	✓			✓		X				
Quarterpath at Williamsburg Street Network	✓	apple		✓	✓	X			✓	✓
Bike Friendly Community		apple		✓		X				✓
Transportation Center Vision		apple		✓	✓	X				✓
Williamsburg Area Transport		apple		✓	✓	X				✓
Prince George Street Streetscape	✓	apple		✓	✓	X				✓
Route 60 East Corridor Improvements	✓	apple		✓	✓	X				
Page Street Underground Wiring	✓			✓		X				
IV. Public Safety										
Community Engagement for Public Safety		apple		✓			X			✓
Fire Department Improvements	✓						X			
Police Field Reporting							X			
Public Safety Physical Fitness		apple					X			✓
Public Safety Leadership and Technical Proficiency							X			✓
Emergency Public Information Enhancements							X			✓

Matrix of Primary and Secondary Goal Categories	X = Primary Category				✓ = Secondary Category					
	FY 2014 Capital Project	Healthy Community Initiative	Character of the City	Economic Vitality	Transportation	Public Safety	Human Services and Education	Recreation & Culture	Environmental Sustainability	Citizen Engagement and City Governance
V. Human Services and Education										
Williamsburg Redevelopment & Housing Authority Integration			✓				X			✓
Blayton Elderly Housing Expansion		apple	✓				X			
Youth Achievement		apple					X	✓		
Senior Support		apple					X			
Homeless Prevention		apple					X			✓
SNAP at Farmers' Market		apple					X		✓	
Fourth Middle School							X			✓
VI. Recreation and Culture										
Sports Tourism		apple	✓	✓				X		
Country Road West		apple	✓					X		
Waller Mill Park Improvements	✓	apple						X		✓
Quarterpath Park and Rec. Center Improvements	✓	apple				✓		X		
Neighborhood Parks ADA Compliance	✓	apple	✓					X		
Kiwanis Park Improvements	✓	apple						X		
Friends of the Park Program		apple						X	✓	✓
Great City Walks App		apple						X		
Future of This Century Gallery		apple	✓	✓				X		
Future of Quarterpath Pool		apple						X		✓
VII. Environmental Sustainability										
Stormwater Management	✓								X	
Wastewater Management	✓								X	
Drinking Water Conservation									X	
Drinking Water System	✓			✓					X	
Extraordinary Environmental Enterprise									X	
Voluntary Residential Refuse Collection									X	✓
Expanded Recycling/Reuse					✓				X	✓
Waller Mill Watershed	✓	apple			✓				X	
/III. Citizen Engagement and City Governance										
Stryker Center-City/Library Partnership	✓			✓			✓	✓		X
Community Engagement			✓							X
Neighborhood Relations Committee			✓							X
Employee Succession										X
Performance Management System			✓	✓	✓	✓	✓	✓	✓	X
Employee Health & Wellness		apple								X
Leadership Philosophy										X